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## About the

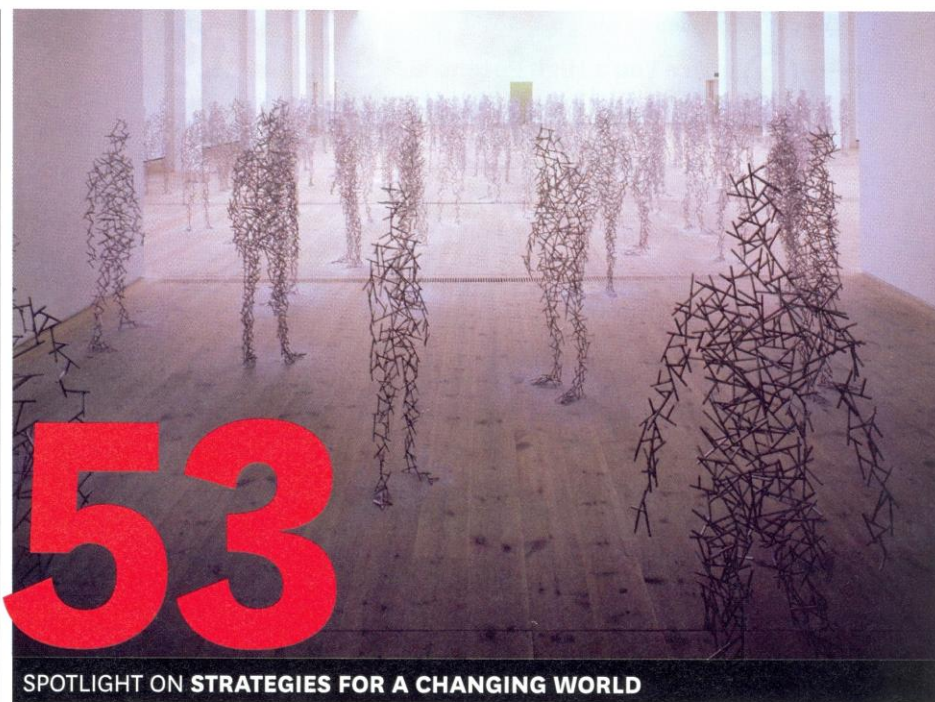
### Spotlight Artist

Over the past 25 years, Antony Gormley has revitalized the human image in sculpture through a radical investigation of the body as a place of memory and transformation, using his own body as subject, tool, and material. Since 1990 he has expanded his concern with the human condition to explore the collective body and the relationship between self and other in large-scale installations. His work has been exhibited throughout the UK and internationally. Gormley was awarded the Turner Prize in 1994 and the South Bank Prize for Visual Art in 1999.

#### RIGHT

**Antony Gormley, *Domain Field*, 4.76 mm square stainless steel bars**

Various sizes: 287 elements, derived from molds of local inhabitants of Newcastle-Gateshead, UK, aged 2.5–84 years  
Installation view, BALTIC Centre for Contemporary Art, Gateshead  
Commission for BALTIC Centre for Contemporary Art, Gateshead



## SPOTLIGHT ON STRATEGIES FOR A CHANGING WORLD

**54 The Decision-Driven Organization** Most CEOs think financial performance is tied to company structure, so if you want to increase value, you have to reorganize. But in truth, most reorgs fall flat. The ones that work best are built around decisions: Firms that make them faster and better than rivals get ahead. *Marcia W. Blenko, Michael C. Mankins, and Paul Rogers*

**64 The Productivity Paradox: How Sony Pictures Gets More Out of People by Demanding Less** Companies often burn employees out by expecting them to run like machines—always on and at full throttle. Sony Pictures, however, has found that allowing staffers to take time out to renew their energy boosts their performance—and generates impressive financial results. *Tony Schwartz*

**70 Change for Change's Sake** Just as seemingly fit people can have high cholesterol, well-performing companies can suffer from a buildup of inflexible networks, unquestioned routines, and overly powerful units. A corporate “cholesterol test” can reveal how much and what kind of change to consider. *Freek Vermeulen, Phanish Puranam, and Ranjay Gulati*

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yourself. [hbr.org/strategies-changing-world](http://hbr.org/strategies-changing-world)

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THE BIG IDEA

## How to Start an Entrepreneurial Revolution

As the leaders of Rwanda, Israel, and Chile have seen, entrepreneurship can transform an economy. But creating a breeding ground for new ventures isn't simple; you need to get many elements right. Here's what we know works. *Daniel J. Isenberg*

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### Are You a High Potential?

High-potential managers have distinguishing characteristics and behaviors that companies routinely recognize. Learn what those qualities are—and what you can do to exhibit them—so that you make the list. *Douglas A. Ready, Jay A. Conger, and Linda A. Hill*

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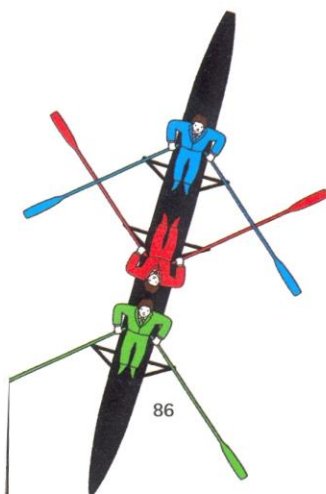
### The Coherence Premium

Rarely is a company disciplined enough to focus on “what we do better than anyone” in making every decision across all its businesses. Rarer still is the company that has aligned its differentiating internal capabilities with the right external market position. The firms that do are “coherent,” and they reap a reward. *Paul Leinwand and Cesare Mainardi*

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### Growing Green: Three Smart Paths to Developing Sustainable Products

Most executives believe that sustainability is a revenue driver, but they're not sure how to make it work for them. Here are three broad strategies for aligning companies' green product goals with their capabilities. *Gregory Unruh and Richard Ettenson*



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### The China Rules

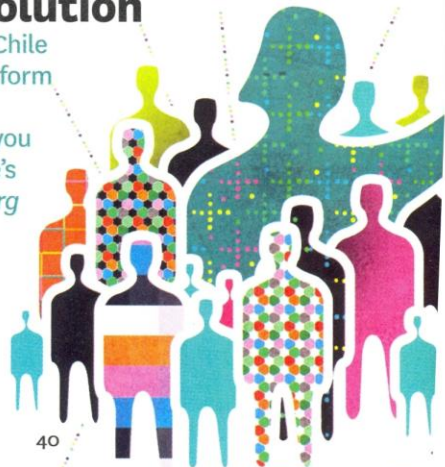
A practical guide to leading a company in the world's third-largest economy. *Lynn S. Paine*

110 HOW I DID IT

### A Maverick CEO Explains How He Persuaded His Team to Leap into the Future

The CEO of HCL Technologies wanted to turn the organization upside down—so he put his employees before his customers.

*Vineet Nayar*



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Half of survey said their time spent less their time c high-poten



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